



COURSE INFORMATION

Course Number: MGT 533
Course Title: Everyday Leadership
Term: Offered in Spring

Course Support: Rhona Ceppos, rhona.ceppos@yale.edu
After hours please contact the TA or Faculty;
Email somcoursesupport@yale.edu

CONTACT INFORMATION

Faculty		Course Coaches
Name:	Heidi Brooks	TBD
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COURSE MATERIALS

Textbook(s): No textbook required
Readings: All required readings and other course materials will be distributed on Canvas
Software: LCP on Canvas

COURSE DESCRIPTION AND OBJECTIVES

Every day, the way we lead and interact with others has impact. Your everyday leadership impacts you, your relationships with others, your teams and your organizational culture. This course is designed to help you better understand and take responsibility for your impact, as well as strive to align your impact with your intentions via everyday actions and micro-moments. The central focus is to increase your ability to understand and diagnose everyday leadership effectiveness as well as to increase your personal toolbox of everyday leadership skills and mindsets. We will pay attention to self-leadership as well impacting teams, organizational culture and building collective leadership capacity in your context.

The course methods are an important aspect of the description of the course description. The learning process relies on experiential and reflective learning modes, including collaborative reflection. In other words, I will ask you to engage in a combination of interacting with scholarship, reflecting on your own experience and trying new things to create a learning experience. It is important to understand that part of the commitment to taking this course requires bringing in one's own experience – affective, cognitive and experiential. The course will provide a framework to learn from applied experiments with the course material in real contexts, opening opportunities for students to explore how they function in key everyday leadership arenas and how to lead for impact. This approach to learning can continue far beyond the close of the course.

Course Objectives

By learning through skills practice, experimentation and reflection on your personal experience, the goals of MGT533 are:

- I. **Increase understanding & awareness of everyday impact, including the leadership impact of one's behaviors on others. Develop capacity to reflectively improve impact through feedback, intention setting, goal clarifying, listening, emotional awareness.**
- II. **Cultivate a spirit of courageous leadership that inspires collaborative reflection and joint curiosity to harness the collective wisdom of diverse voices for positive impact.**
- III. **Strengthen ability to be an adaptive, wise leader by learning how to learn in a professional context, accounting for the complexities of the modern world in which leadership requires achievement, relating and integrity in the face of uncertainty.**

COURSE REQUIREMENTS

Course Requirements

Class Attendance	30%
Assignments	30%
Contribution to Learning	30%
Final Project	10%

Please see the Yale SOM Grading Policy at <http://portal.som.yale.edu/page/grading-policy>

Descriptions of Assignments

Below we describe the details of these specific course requirements:

The Leadership Circle Profile Assessment

The Leadership Circle Profile is the only instrument that measures the two primary leadership domains – Creative Competencies and Reactive Tendencies – and integrates this information so that key opportunities for leadership development immediately rise to the surface. Each EDL student will receive a personalized profile and review the results 1-1 with a coach in a debrief process is specifically tailored to every individual's development.

Most 360° profiles focus on either Management Style and Personality, Competencies, or Underlying Tendencies. The Leadership Circle Profile combines three areas into one comprehensive, accessible tool: Creative competencies, reactive tendencies and personality.

- **Creative Competencies**

Well-researched competencies measuring how you achieve results, bring out the best in others, lead with vision, enhance your own development, act with integrity and courage, and improve organizational systems.

- **Reactive Tendencies**

Leadership styles emphasizing caution over creating results, self-protection over productive engagement, and aggression over building alignment. These self-limiting styles over emphasize the focus on gaining the approval of others, protecting yourself, and getting results through high control tactics.

- **Personality**

A leader's unique Operating System: Internal Assumptions (beliefs) that run behavior in both domains. This allows the manager to see how his/her inner world of thought translates into a productive or unproductive style of leadership. Ultimately, the Leadership Circle Profile increases the inner awareness that affects outward behavior.

Group Presentations

All members of the learning group will contribute to a final presentation. Each group has up to 10 minutes and up to 10 slides to present some aspect of their course learning. Creative presentations are encouraged.

Individual Final Assignment

A synthesis of your learning from the course applied to a situation you have recently faced or are currently facing in your everyday leadership. See prompt questions and rubric on CANVAS.

More specific details about each assignment will be posted on CANVAS. CANVAS is also where you will upload written assignments.

YALE SOM POLICIES

Please see the Yale School of Management Bulletin at <http://www.yale.edu/printer/bulletin/htmlfiles/som/rights-and-responsibilities-of-students.html> for Rights and Responsibilities of students and for information on requesting a course recording.

Laptop/Device Policy

Usage not allowed without the express permission of the instructor.

OUTLINE OF CLASS SESSIONS

Detailed outline of class sessions will be posted on Canvas.

Topic	Description
What leadership impact are you having every day?	EDL is all about IMPACT. This session is all about everyday leadership essentials. We will apply the research and theory to your everyday situations, aiming to drive awareness of the impact of everyday activities, culture & mindset on various stakeholders and outcomes. <ul style="list-style-type: none"> • Leading/Learning for/from Impact • Tools and Ideas, including introduction to LCP • Follow-Up: Complete Leadership 360 Assessment
Leadership Assessment workshop	Your style of leadership for impact in the world and on the world. You will have the chance to think deeply about how to use the best of what you bring to the table. Each participant will receive a personalized profile. Pre-work: Complete the Leadership Assessment Follow-up: Debrief coaching call to understand your profile results
Build your everyday leadership presence to unleash potential in yourself and others	In this session, we will focus on a core role of any leader or manager: unleashing potential in people. There are many ways to approach and enjoy this aspect of your everyday leadership. We will experiment with

	<p>listening for values, promoting accountability, challenging and trusting people, including:</p> <ul style="list-style-type: none"> • Inspiring, connecting, and aligning • Co-creating every day • Psych safety: Do you create conditions of fear or courage? • Essential Coaching Skills for everyday leaders • Address, confront or ignore: Dealing with problems <p>Follow up: Unleash Potential/Build presence Experiment</p>
<p>YES, AND...!</p> <p>Improvisational Theatre workshop</p>	<p>This energizing, empowering workshop may be more fun than you've had in a long time. Using techniques and theory from improvisational theatre, this session is all about your presence in the moment. In a fast-moving, power-packed workshop, topics will include:</p> <ul style="list-style-type: none"> • Team task coordination and integration • Co-creating impact • Increasing your positive and generative presence <p>Yes, and.... Taking yourself seriously (but not too seriously)</p>
<p>Have some perspective</p>	<p>Part I: Taking perspective on some contrasts relevant every day</p> <ul style="list-style-type: none"> • What is and what could be • Conventional and Aspirational • Proactive and Reactive stance • Long term and immediate term <p>Part II: Continuing the learning beyond the course</p> <ul style="list-style-type: none"> • WELL: Crafting the Wise Everyday Leadership Lab • Prepping final presentations
<p>Final Presentations and course close</p>	<p>This final day will be a chance to synthesize the skills, mindsets and practices we have covered in the course. Each small group will give a final presentation that includes some prepared components and some improvised segments that will be structures to deepen and further your ability to internalize the course learning. Make it count!</p>

The instructor reserves the right to modify and/or change the course syllabus as needed during the course.